

Department of Permitting Services Performance Review

Carla Reid, Director
May 8, 2009

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **Performance Update**
- **Special Topic: Service Request Analysis**
- **Wrap-up and Follow-up Items**



Meeting Goal

- **Determine the impact of DPS work on headline measures and establish new performance expectations and goals**
- **Establish strategies to more effectively evaluate and resolve complaints received**



Headline Measures

Impact (Got It Right) Measures

1. Percent of building permits issued that received a final inspection
2. Insurance Services Office / Building Code Effectiveness Grading Schedule Score
3. Environmental Protections

Timeliness and “Ease of Use” Measures

4. Average number of days it took to issue a permit - New construction
5. Average number of days it took to issue a permit - Additions
6. Average number of days it took to issue a permit – Fast track

Public Confidence Measures

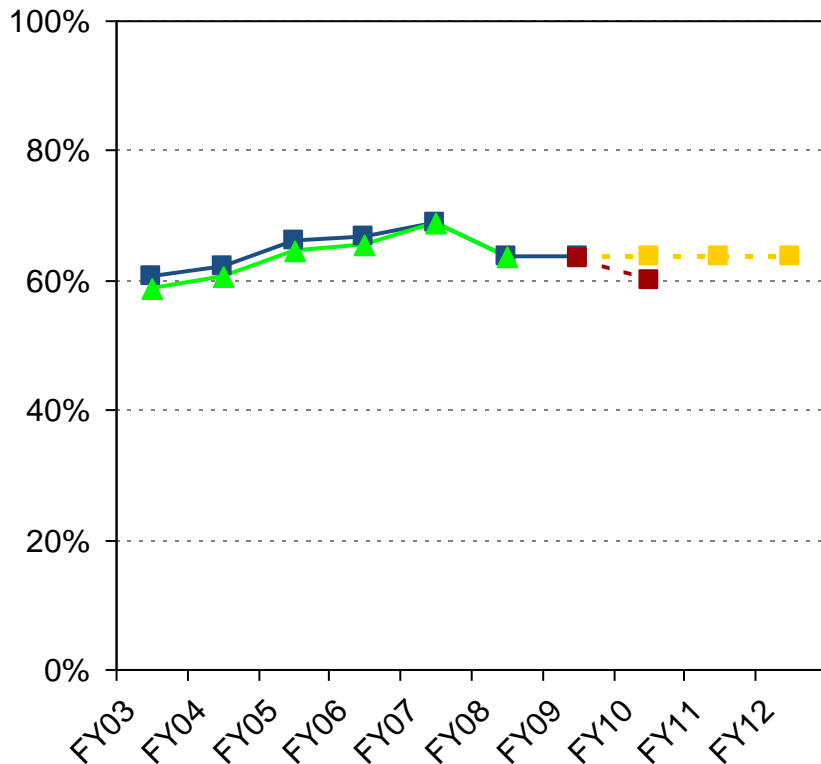
7. Average response time on complaint investigations
8. Percent of complaints that are resolved on the first inspection
9. Customer Survey Data



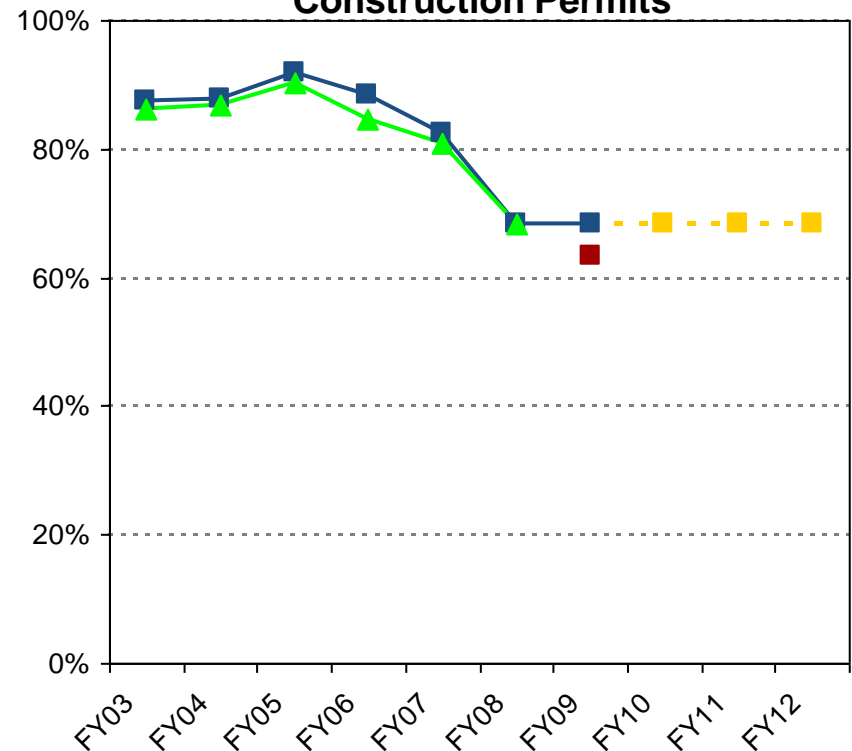
Headline Measure #1: Percent of Building Permits Issued that Received a Final Inspection

Percent of residential building permits issued in each fiscal year that receive an approved final inspection

All Residential Permits



Residential New Single Family Construction Permits



■ Received final inspection at all (no time limit)
 ■ Original projected performance
 ■ Current projected performance
 ■ Received final inspection within 24 months

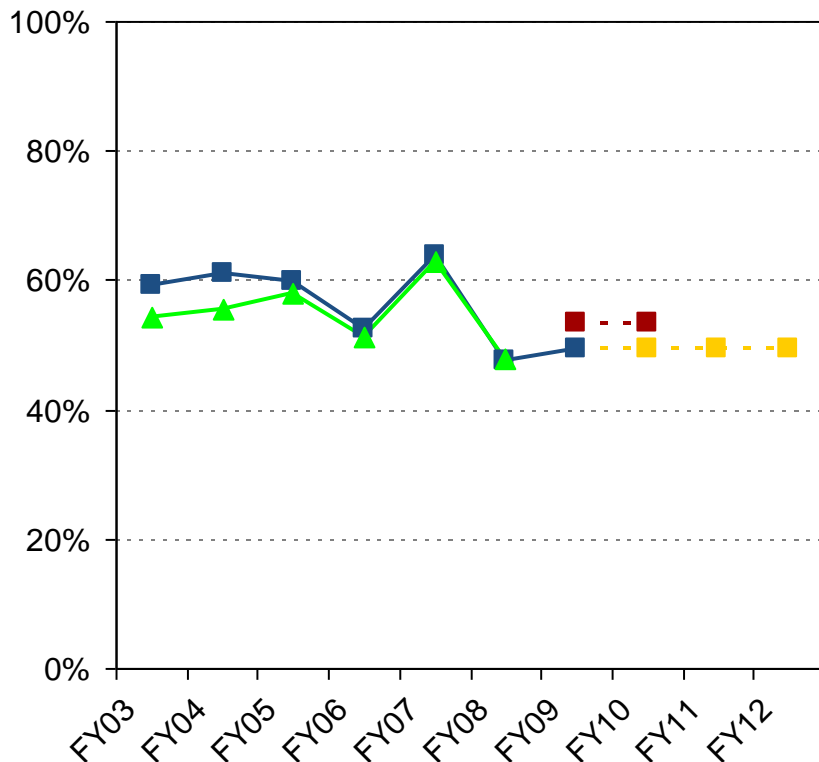
Note that all FY09 data is year-to-date. FY09 data will be final on June 30, 2009.



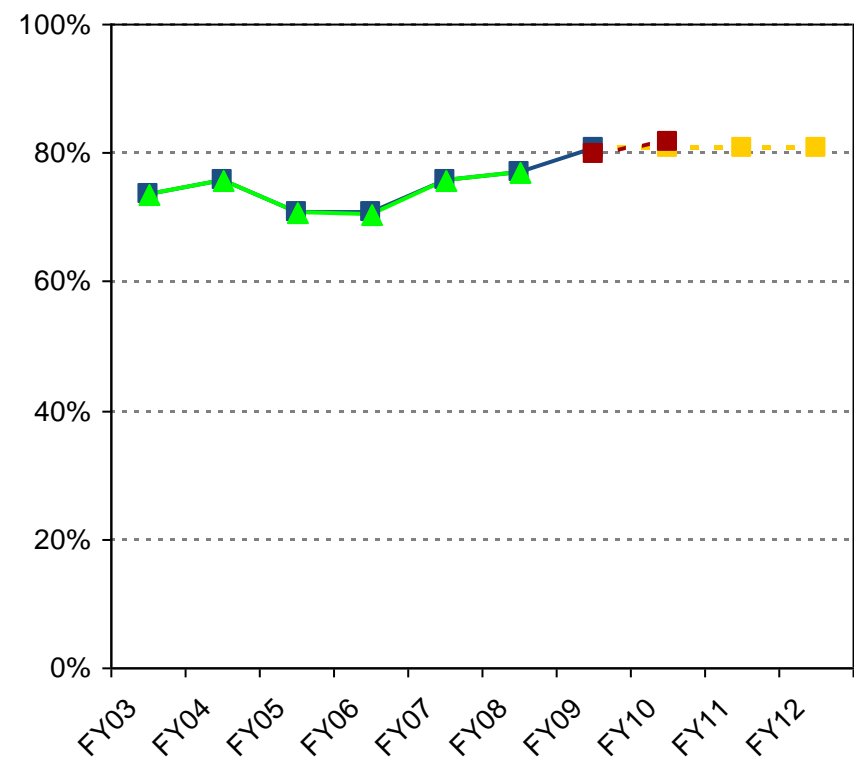
Headline Measure #1: Percent of Building Permits Issued that Received a Final Inspection

Percent of commercial building permits issued in each fiscal year that receive an approved final inspection

Commercial Permits



Commercial Permits Using Fast Track



■ Received final inspection at all (no time limit)
 ■ Original projected performance
 ■ Current projected performance
 ■ Received final inspection within 24 months

Note that all FY09 data is year-to-date. FY09 data will be final on June 30, 2009.



Headline Measure #2: Insurance Services Office / Building Code Effectiveness Grading Schedule Score

Construction Safety: Building Code Rating

There are 28 areas in which points can be earned. DPS received a perfect score in five areas. DPS experienced the largest point differences in seven areas. These areas are opportunities for improvement.

Section	Residential	Commercial	Maximum Points per Category
Training	4.76	4.76	13.00
Certifications	3.58	3.58	12.00
Public Awareness	0.00	0.00	2.50
Staffing: Plan Review	2.72	6.17	9.00
Staffing: Inspections	4.42	8.55	9.00
Inspection Checklist	0.00	0.00	2.00
Use and Occupancy Certificates	0.00	2.00	2.00
TOTALS	15.49	25.06	49.50
DIFFERENCE	34.01	24.44	



Headline Measure #2: Insurance Services Office / Building Code Effectiveness Grading Schedule Score

Implementation Implications

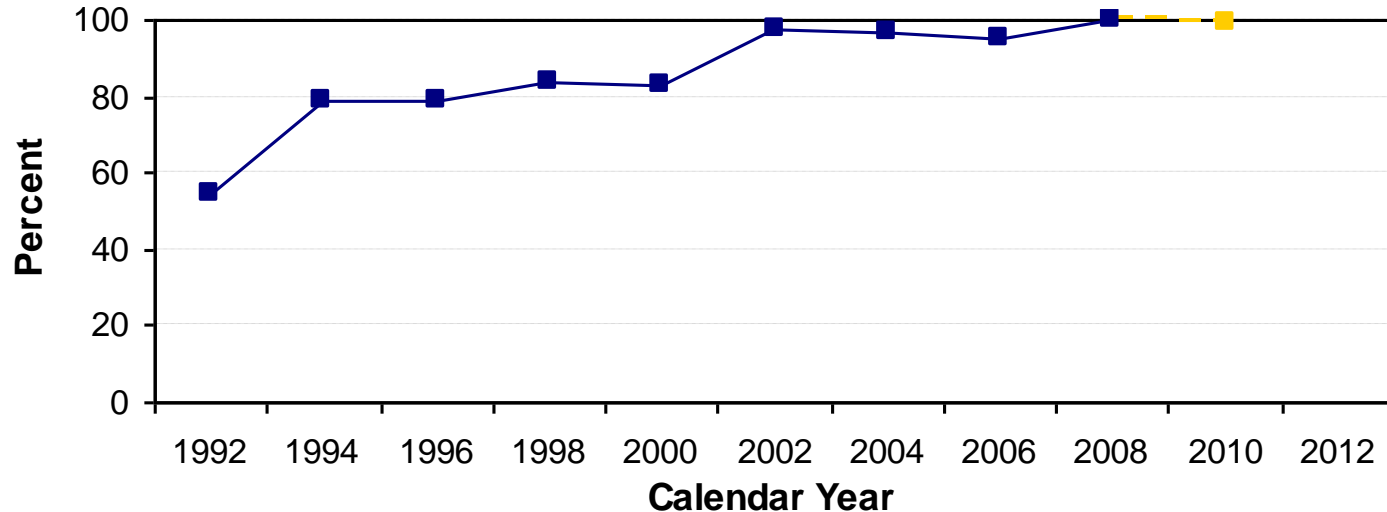
Section	Residential Missing Pts	Commercial Missing Pts	Cost	Effort
U&O Certificates	2.00	0.00	Low	Low
Inspection Checklist	2.00	2.00	Low	Low
Public Awareness	2.50	2.50	Medium	High
Certifications	8.42	8.42	High	Medium
Training	8.24	8.24	High	High
Staffing: Inspections	4.28	0.45	High	High
Staffing: Plan Review	6.28	2.83	High	High

The next ISO/BCEGS evaluation will be conducted in 2010.



Headline Measure #3: Environmental Protection

DPS Environmental Performance (Percent of Sites Meeting MDE Sediment Control Standards)



Actual performance

Performance projected for FY09

Projected performance



“Got It Right” Headline Measures Factors Influencing Performance

■ Contributing Factors

- Approved final inspections provide assurance and protection of community safety.
- Current law requires final inspections.
- DPS provides the list of required inspections to customers at permit issuance.
- Use & Occupancy requires an approved final inspection (commercial).
- External audits have produced good results.
- Knowledgeable, professional, tenured staff understand national code issues because they serve on national committees and participate in code creation.
- Inspectors in the Land Development Division own the permits until they are closed. They do not wait for a request to inspect a job site.



“Got It Right” Headline Measures

Factors Influencing Performance

■ Restricting Factors

- Residential and commercial building inspections are reactive in nature. Customers schedule the final inspection when ready.
- Residential and commercial building permits don’t consistently receive final inspections; they can be extended and there are no time limits to ultimately complete construction.
- For the current and prior FY, construction is underway and projects have not typically been completed.
- No formal public outreach program



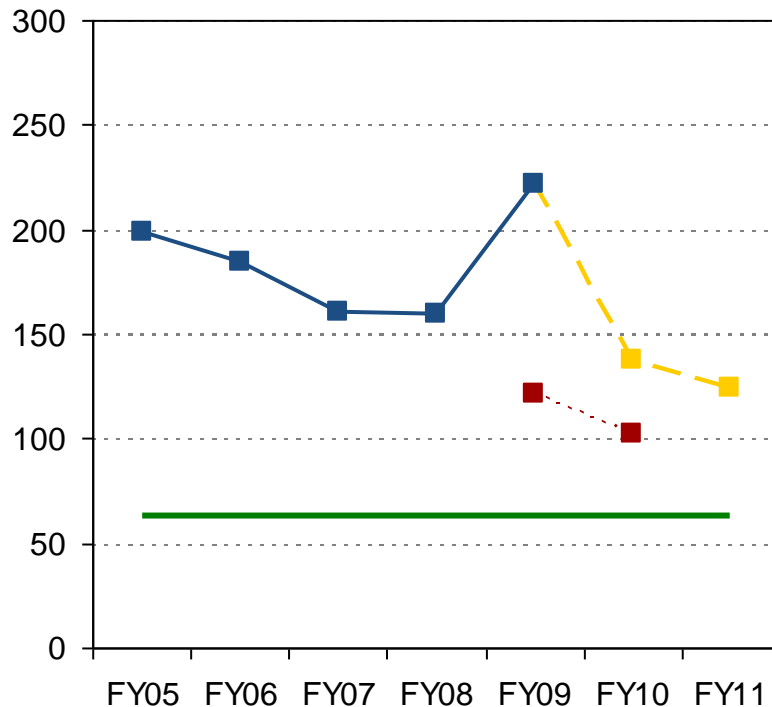
“Got It Right” Headline Measures Strategies to Improve Performance

- **Modify business practices and initiate program to assign permits, proactively inspect projects, and ensure approved final inspections.**
- **Execute the plan for garnering the County a 3 or better building code rating for both residential and commercial categories.**
 - Pursue policy options to ensure that residential and commercial final inspections are completed and that Use and Occupancy certificates are subsequently issued. (Legislation Pending)
 - Create the Customer Service Division and implement the public outreach program.
 - Use residential inspection checklists. (Implemented)
- **Apply the MDE criteria as a model for independently measuring DPS performance in the off evaluation year.**

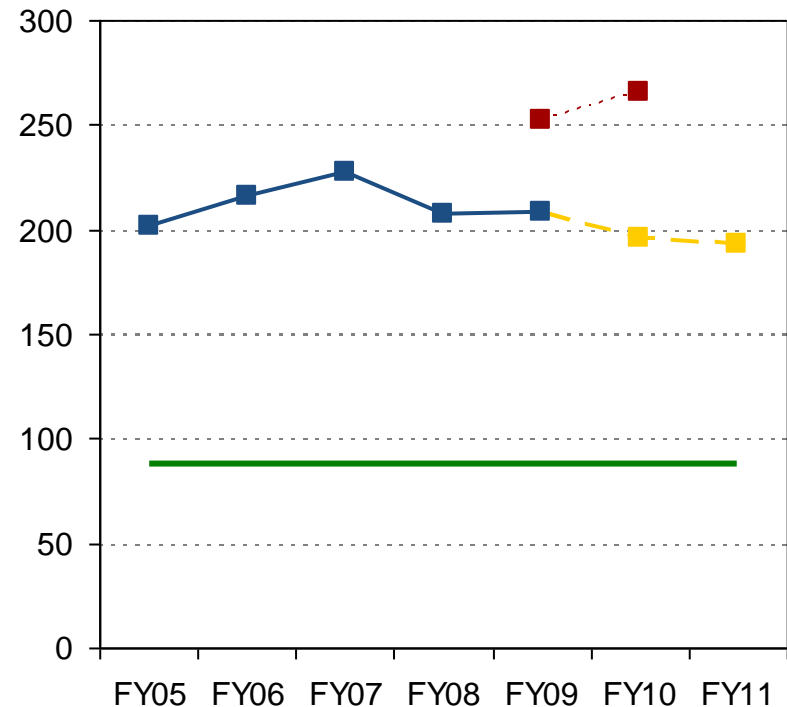


Headline Measure #4: Average Number of Days it Took to Issue a Permit – New Construction

Residential



Commercial



Actual performance

Original projected performance

Current projected performance

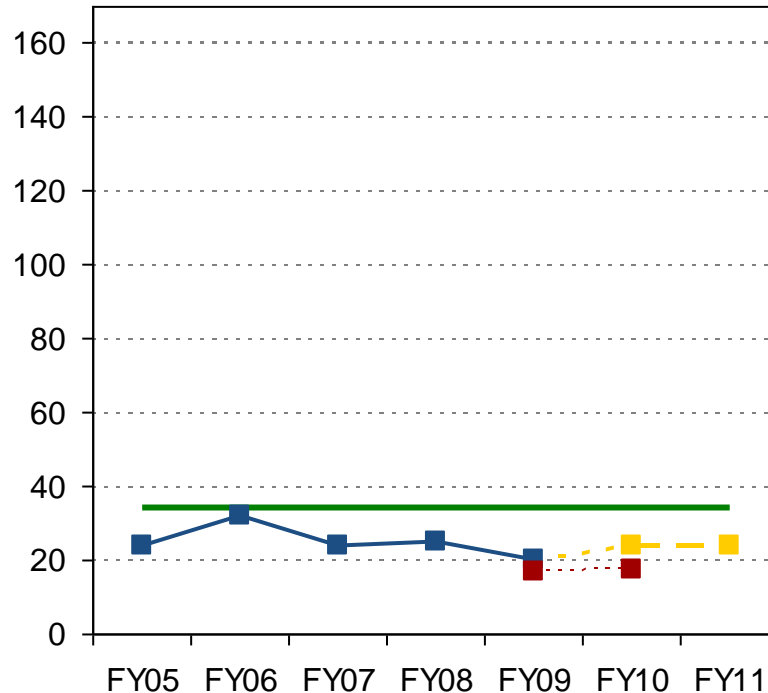
Target Turnaround Time



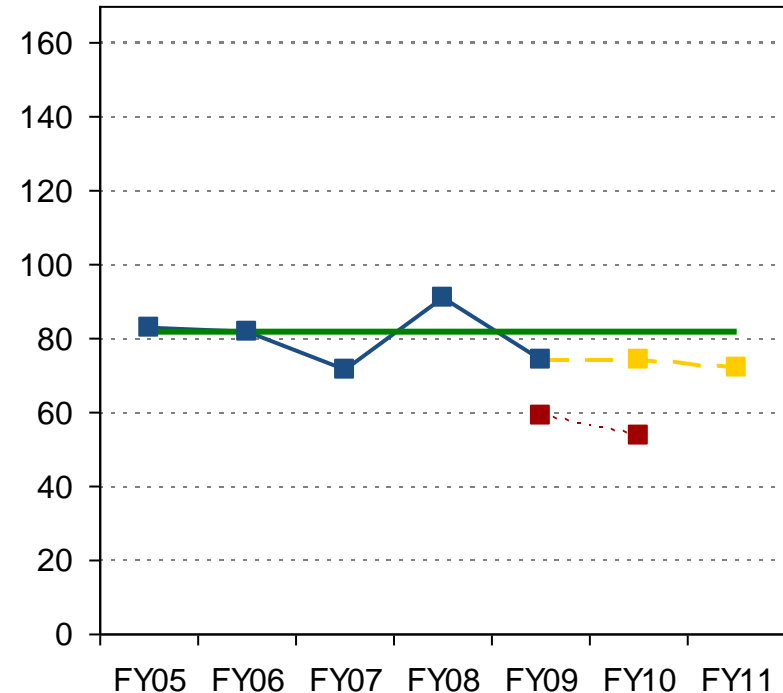
Note that all FY09 data is year-to-date. FY09 data will be final on June 30, 2009.

Headline Measure #5: Average Number of Days it Took to Issue a Permit – Additions

Residential



Commercial



■ Actual performance

■ Original projected performance

■ Current projected performance

■ Target Turnaround Time



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DPS Performance
Review

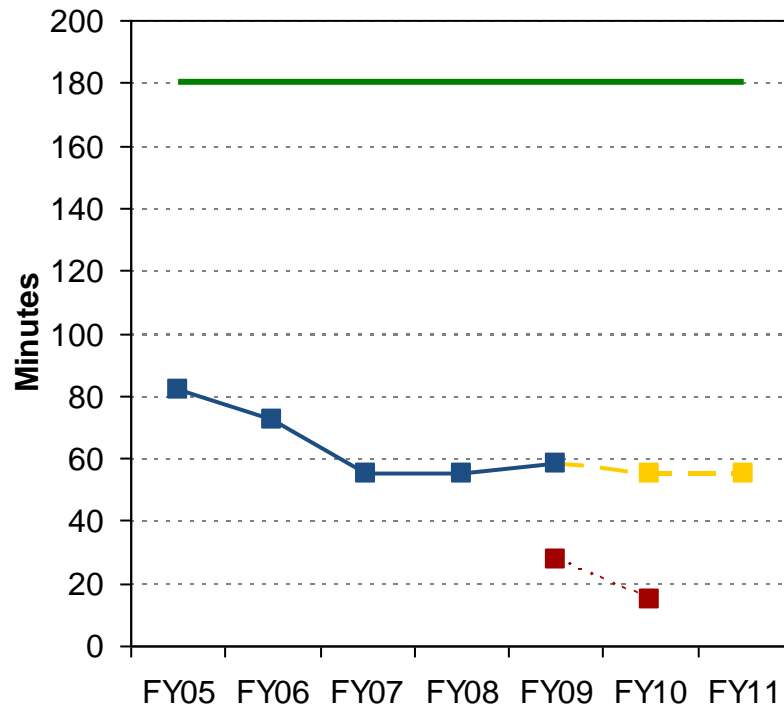
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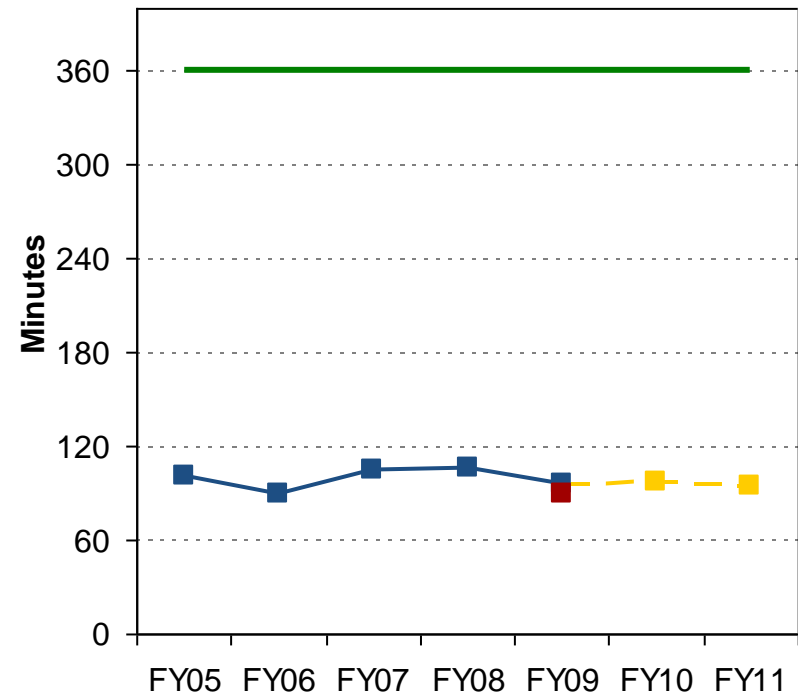


Headline Measure #6: Average Time it Took to Issue a Permit – Fast Track

Residential



Commercial



■ Actual performance

■ Original projected performance

■ Current projected performance

■ Target Turnaround Time

Note that all FY09 data is year-to-date. FY09 data will be final on June 30, 2009.



Timeliness and “Ease of Use” Headline Measures

Factors Influencing Performance

■ Contributing Factors

- All parties involved contribute to averages (DPS, customers, other departments & agencies)
- Pre-design services improved plan quality for acceptance
- Green Tape program expedites enterprise zone and affordable housing projects
- Fewer external reviews on additions and fast track projects
- Montgomery County is on the leading edge in that it is one of the few jurisdictions that offers same day service for relatively simple projects.



Timeliness and “Ease of Use” Headline Measures

Factors Influencing Performance

▪ Restricting Factors

- Backlog, including ‘flood’ of applications prior to fee increases
- Plan revision and resubmission time by customers
- Quality of plans
- Other agencies’ review time
- Stockpile ‘ready’ permits
- Economic conditions and financing difficulties
- High impact taxes
- Zoning issues (use, variance, appeals)
- Typical commercial review time is less than 1 day, whereas the typical commercial plan correction time is less than 2 weeks



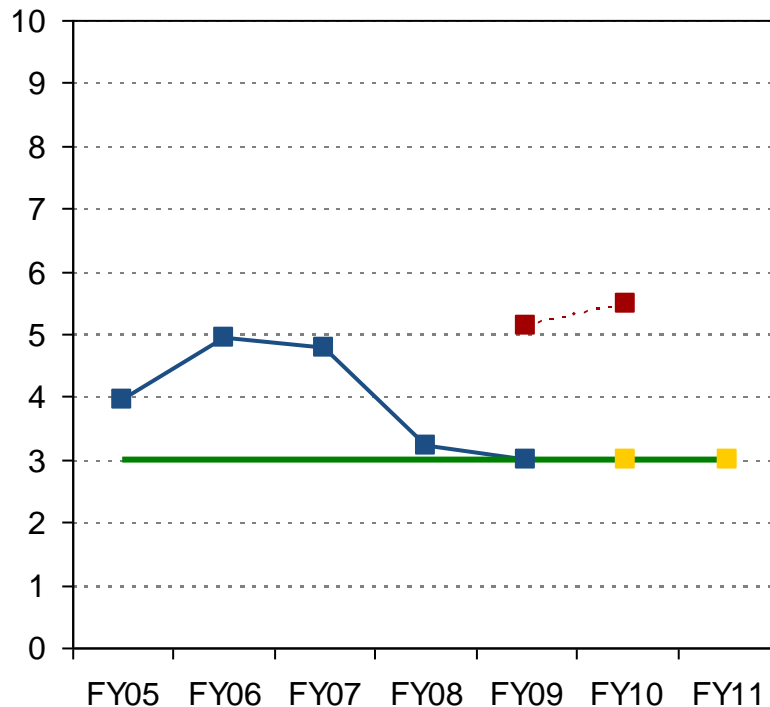
Timeliness and “Ease of Use” Headline Measures Strategies to Improve Performance

- **Establish outreach plans and approaches for specific customer segments. Need for more effective outreach to first and only time customers.**
- **Dedicate resources to execute outreach activities, public education, and survey analysis.**
- **Re-design website for ease of use and other information designed for the public to understand the permit process.**
- **Create a new category of plan review – Commercial Intermediate Track review.**
- **Plan Tracking will clarify commercial plan correction time and review time.**

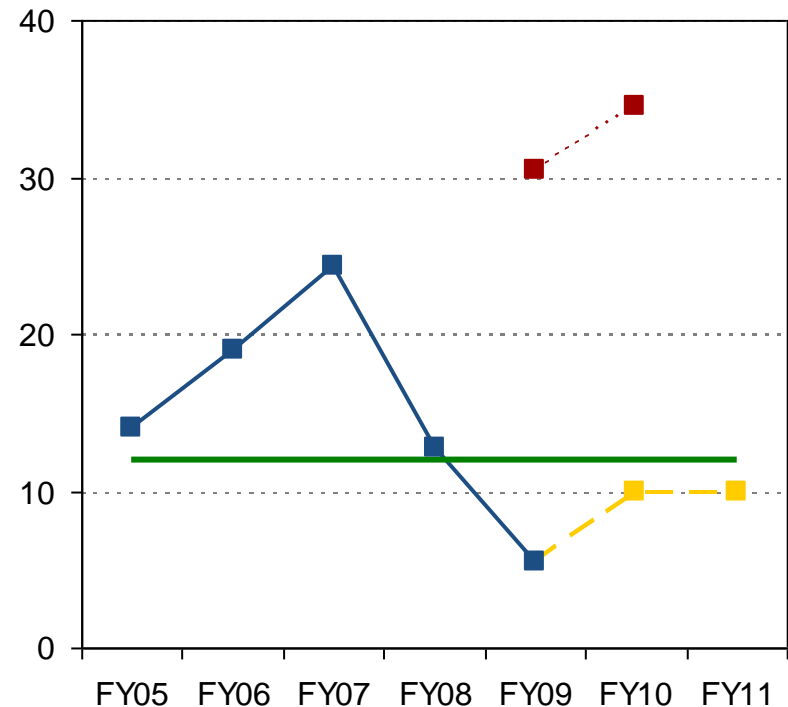


Headline Measure #7: Average Response Time on Complaint Investigations

Days to First Field Visit



Days to Final Resolution



■ Actual performance

■ Original projected performance

■ Current projected performance

■ Target Turnaround Time



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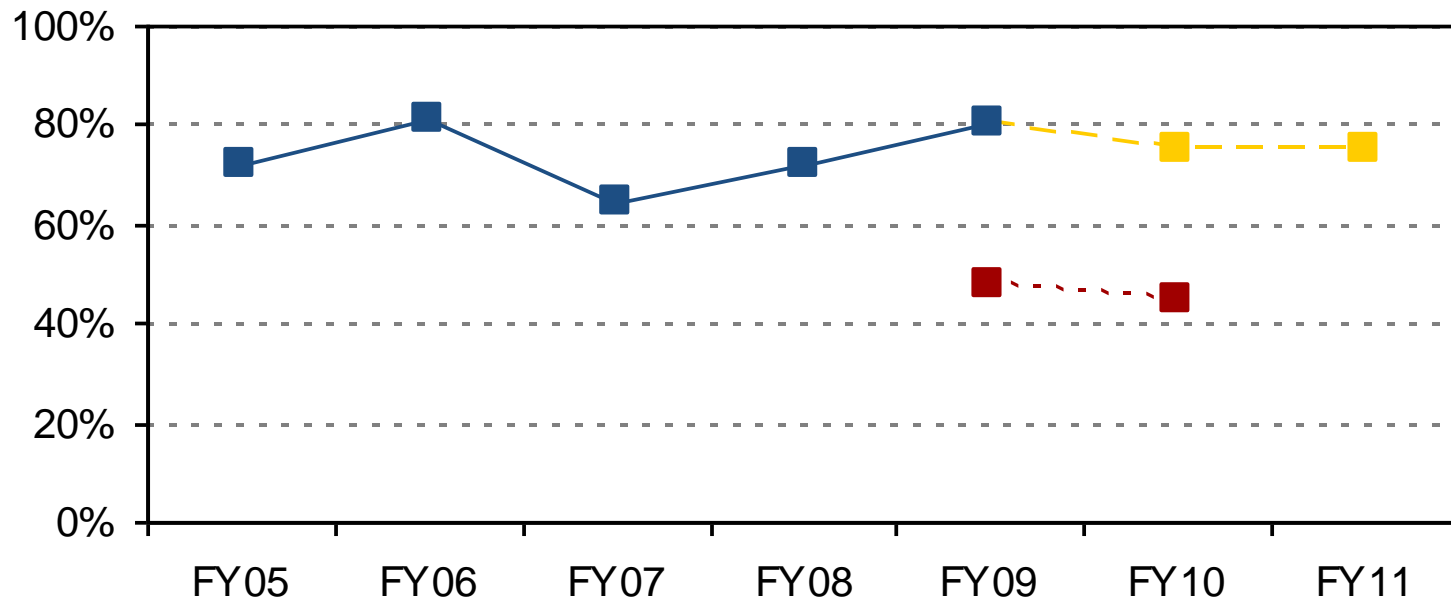
DPS Performance
Review

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05/08/2009



Headline Measure #8: Percent of Complaints that are Resolved on the First Inspection



Actual performance

Original projected performance

Current projected performance



Note that all FY09 data is year-to-date. FY09 data will be final on June 30, 2009.

Headline Measure #9: Customer Survey Data

Status of Development of the Measure

- **Automated customer survey created and posted on DPS web site February 1, 2009**
- **Measures customer expectations and satisfaction with DPS Permitting Process, staff knowledge, and staff interactions**
- **Segments data from various customers**
- **Next Steps**
 - Attempts to increase the number of respondents include sending out notices with issued permits, putting link on email signatures, placing link on a more prominent location on web site front page
 - Analyze data and report findings
 - Make changes to business practices where appropriate



Public Confidence Measures

Factors Influencing Performance

- **Contributing Factors**

- e-Referral system for code enforcement.

- **Restricting Factors**

- Cases are becoming more complex and require more interagency coordination.
- Alleged code violator must be willing to comply and resolve violations.
- Complaints need to be consistently addressed throughout the department.
- Complaint data needs to be refined and dispositions need to be clearly communicated.
- Customer perception improvements are needed.



Public Confidence Measures

Strategies to Improve Performance

- **Improve complaint handling procedure.**
- **Create a new measure that will refine the data on initial inspection results for complaint requests into the following categories:**
 - No violation found
 - Case referred to another agency
 - Violation found, resolution achieved
 - Violation found, case file opened
- **Create the Customer Service Division and implement the public outreach program.**



Performance Drill-Down

Resolution of Service Requests

- **Goal:**

- Identify targets for outreach to educate residents and reduce the number of “no building permit” complaints
- Identify areas where there are problems in getting complaints resolved so that additional resources or alternate strategies can be efficiently deployed



Performance Drill-Down

Summary of Points from Tables and Maps

- 1. The most common requests are related to sections of the building code**
- 2. On average, building code requests are least likely to be resolved at the first inspection**
 - a. On average, first inspections take place faster, but final resolution takes longer
- 3. Among requests related to the building code, the most common category is “no building permit”**
 - a. Service requests in this category on average take longer to resolve than requests in other categories
- 4. Service requests that take a long time to resolve follow the overall pattern of service requests**
 - a. However, service requests in one area are not more likely to take a long time to resolve than requests in other areas



1. Number of Service Requests by Section of Code Involved

Code Section	FY03	FY04	FY05	FY06	FY07	FY08	Grand Total
Air Quality						2	2
Building	650	715	740	705	851	855	4,516
Building & Electrical	30	37	18	15	16	20	136
Electrical	2	7	5	8	4	10	36
Home Occupation	136	197	208	229	276	317	1,363
Signs	83	75	102	82	90	110	542
Special Exceptions	7	6	6	14	8	8	49
Vendors	2	8	4	10	11	4	39
Zoning	205	189	251	355	329	350	1,679
Other	11	5		1	15	67	99
Grand Total	1,126	1,239	1,334	1,419	1,600	1,743	8,461

Source: DPS

Note: Complaints at specific addresses only – general complaints or complaints that cannot be geocoded are not included here.



2. Percent of Service Requests Resolved on First Inspection

Code Section	FY03	FY04	FY05	FY06	FY07	FY08
B (Building)	67%	63%	60%	60%	28%	42%
HO (Home occupation)	85%	82%	78%	88%	70%	92%
S (Signs)	76%	67%	74%	89%	83%	95%
Z (Zoning)	86%	78%	82%	92%	76%	88%



2.a. Response to Service Requests

Average working days from filing of service request to first inspection

Code Section	FY03	FY04	FY05	FY06	FY07	FY08
B (Building)	5.0	3.3	4.5	6.5	4.5	1.7
HO (Home occupation)	2.7	3.8	5.6	4.3	2.4	2.0
S (Signs)	11.8	2.0	2.4	3.3	1.5	2.6
Z (Zoning)	10.7	3.9	3.1	4.7	2.6	2.0

Average working days from filing of service request to close of request

Code Section	FY03	FY04	FY05	FY06	FY07	FY08
B (Building)	20	26	19	35	46	25
HO (Home occupation)	9	6	7	11	9	3
S (Signs)	14	4	4	5	3	3
Z (Zoning)	12	9	6	8	6	3



Note: Goal is for the first inspection to occur within three days

3. Types of Building Code Service Requests

Average Number of Days to Close

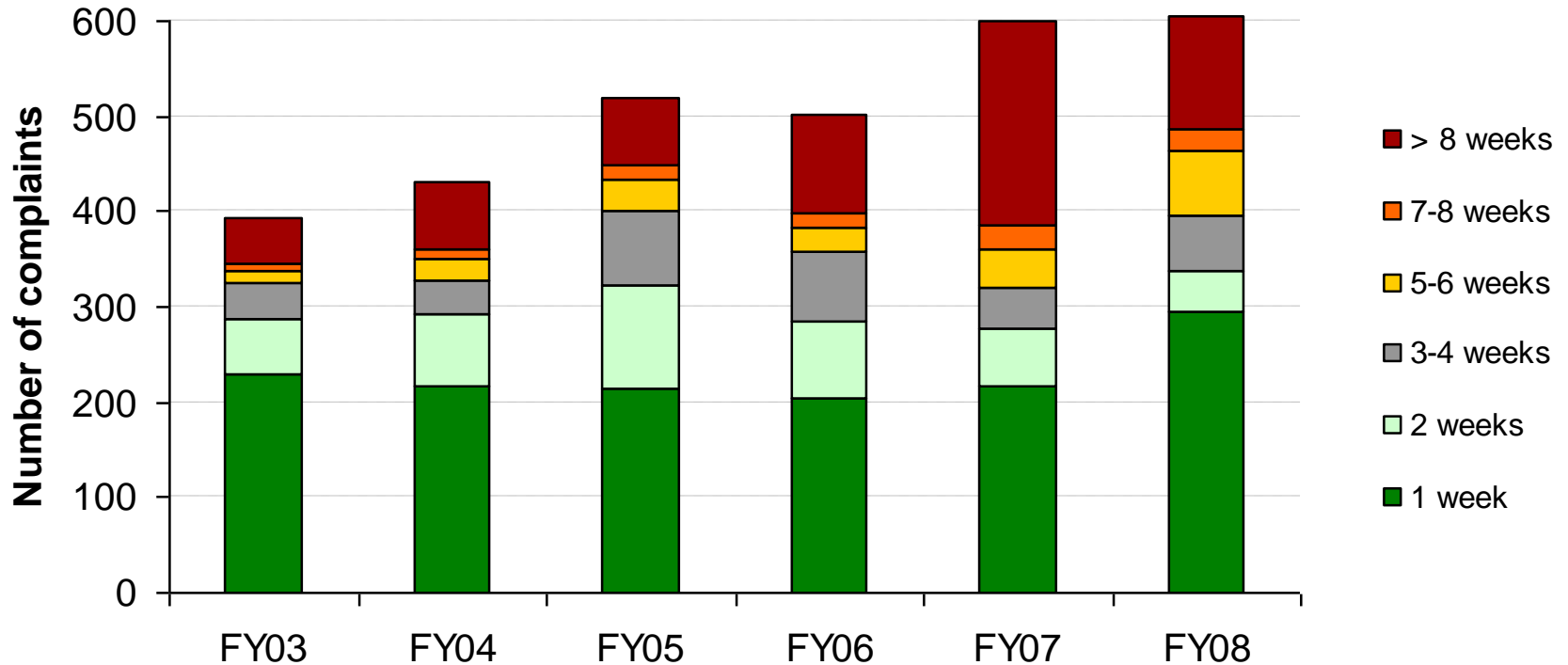
Type of Request	FY03	FY04	FY05	FY06	FY07	FY08
ADA	2.7			10.0		0.0
Comm Bldg Violation	12.0	4.5	5.2	48.7	2.7	5.1
Fence/Retaining Wall	17.3	27.8	26.1	9.2	48.4	12.4
Historic Preservation	99.4	59.8	87.1	77.3	23.4	1.9
No Building Permit	22.7	25.8	18.3	41.6	50.8	29.3
Other Bldg Violations	5.0	7.0	4.1	11.7	166.0	15.2
Residential Bldg Violation	11.3	20.0	8.7	18.5	25.0	18.0
Setbacks	10.0	24.2	28.7	10.5	24.8	4.9
Swimming Pools	2.6	3.0	2.0	83.0	21.1	22.2

About two-thirds of service requests related to the building code are categorized as “No Building Permit”.



3.a. Closing Complaints About “No Building Permit”

Number of complaints each fiscal year by number of working days to close






Half of complaints in FY08 were closed within one week.



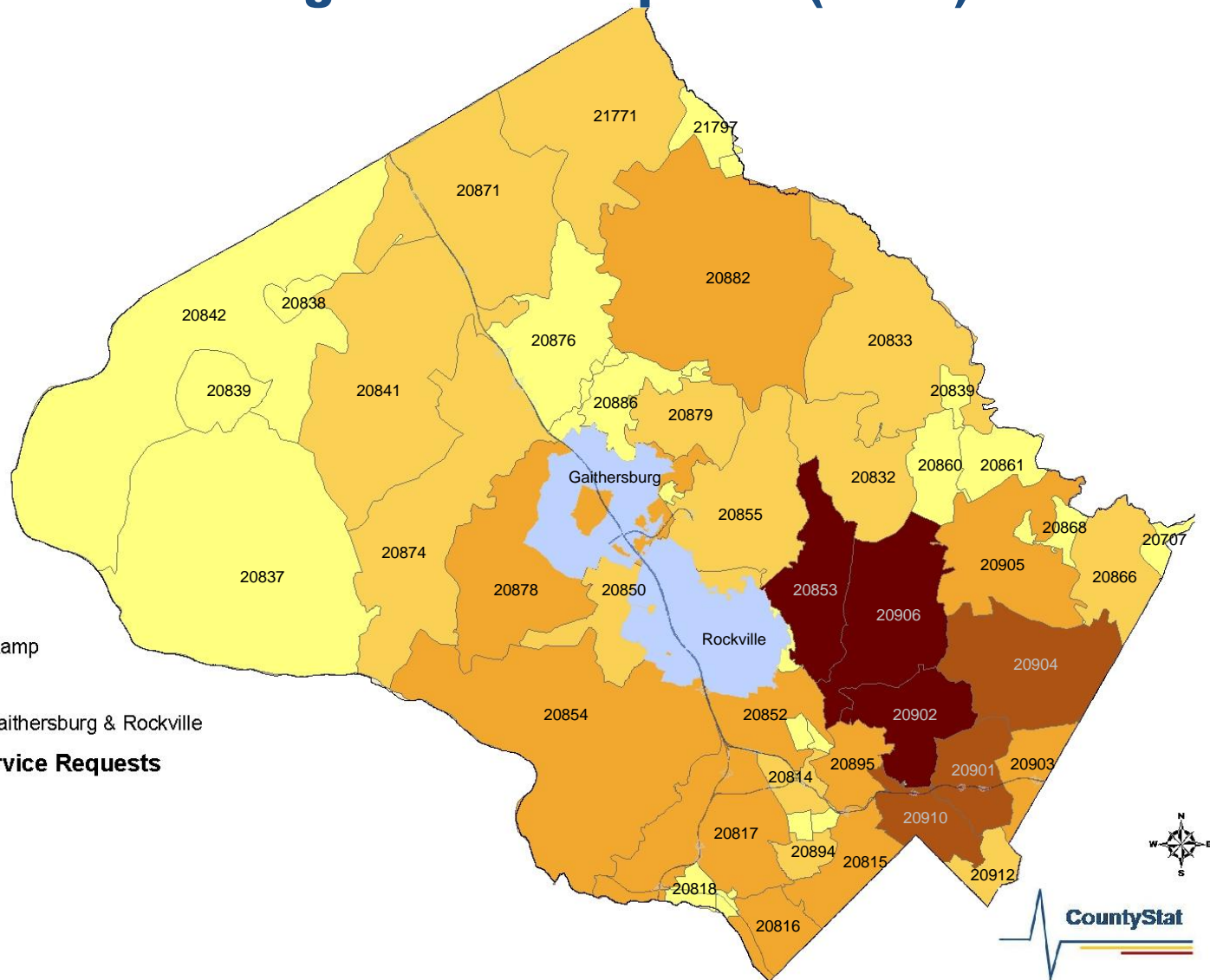
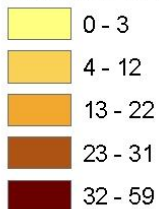
4. Number of “No Building Permit” Requests (FY06)

ZIP	# Req.
20902	47
20906	42
20853	40
20901	31
20904	30
20895	22
20817	21
20910	28
20912	11
20814	15
20854	17



-  Freeway Ramp
 Freeways
 Cities of Gaithersburg & Rockville



Number of Service Requests



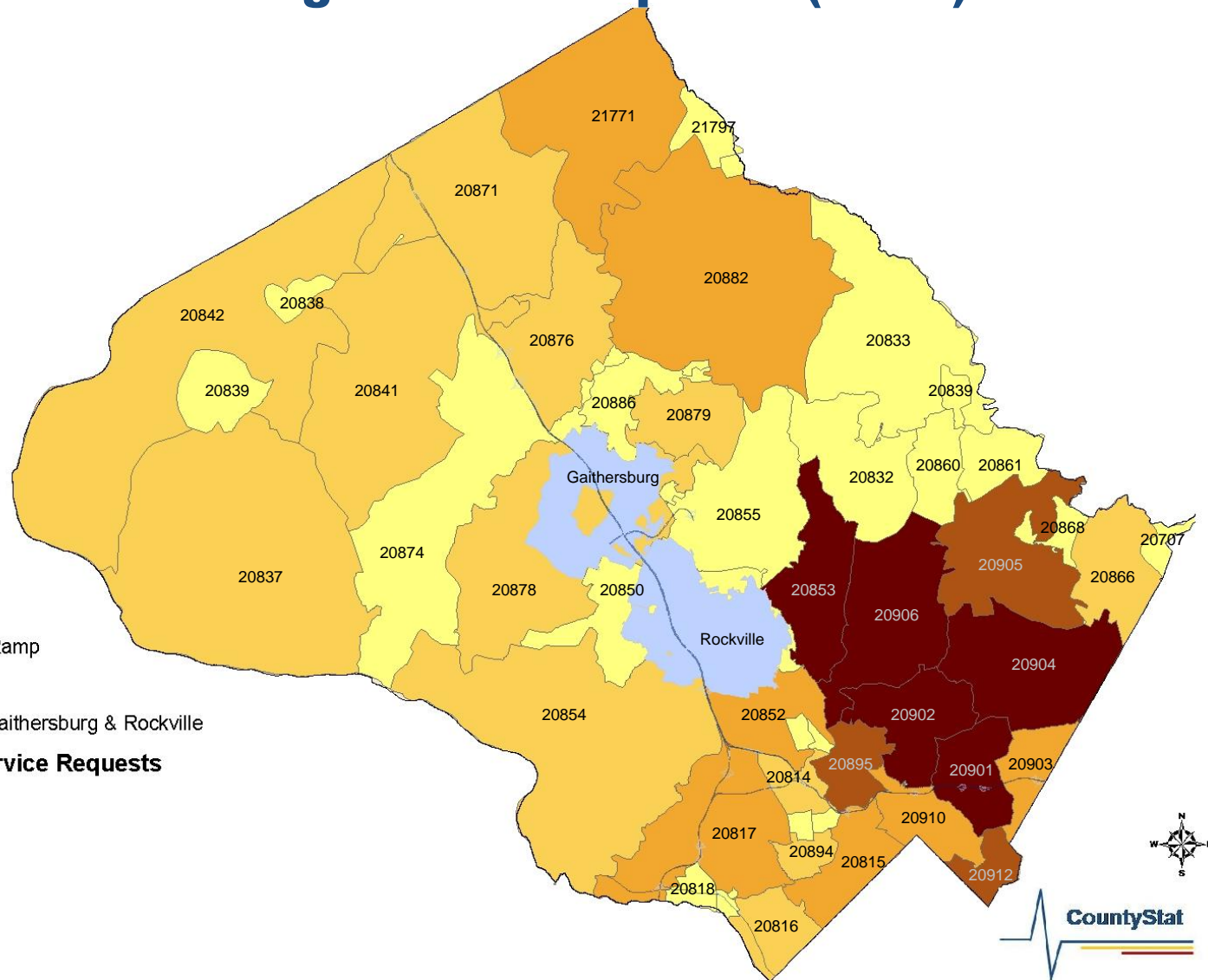
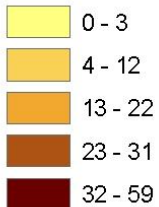
4. Number of “No Building Permit” Requests (FY07)

ZIP	# Req.
20902	38
20906	48
20853	59
20901	47
20904	47
20895	27
20817	22
20910	21
20912	31
20814	16
20854	12



-  Freeway Ramp
 Freeways
 Cities of Gaithersburg & Rockville




Number of Service Requests








4. Number of “No Building Permit” Requests (FY08)

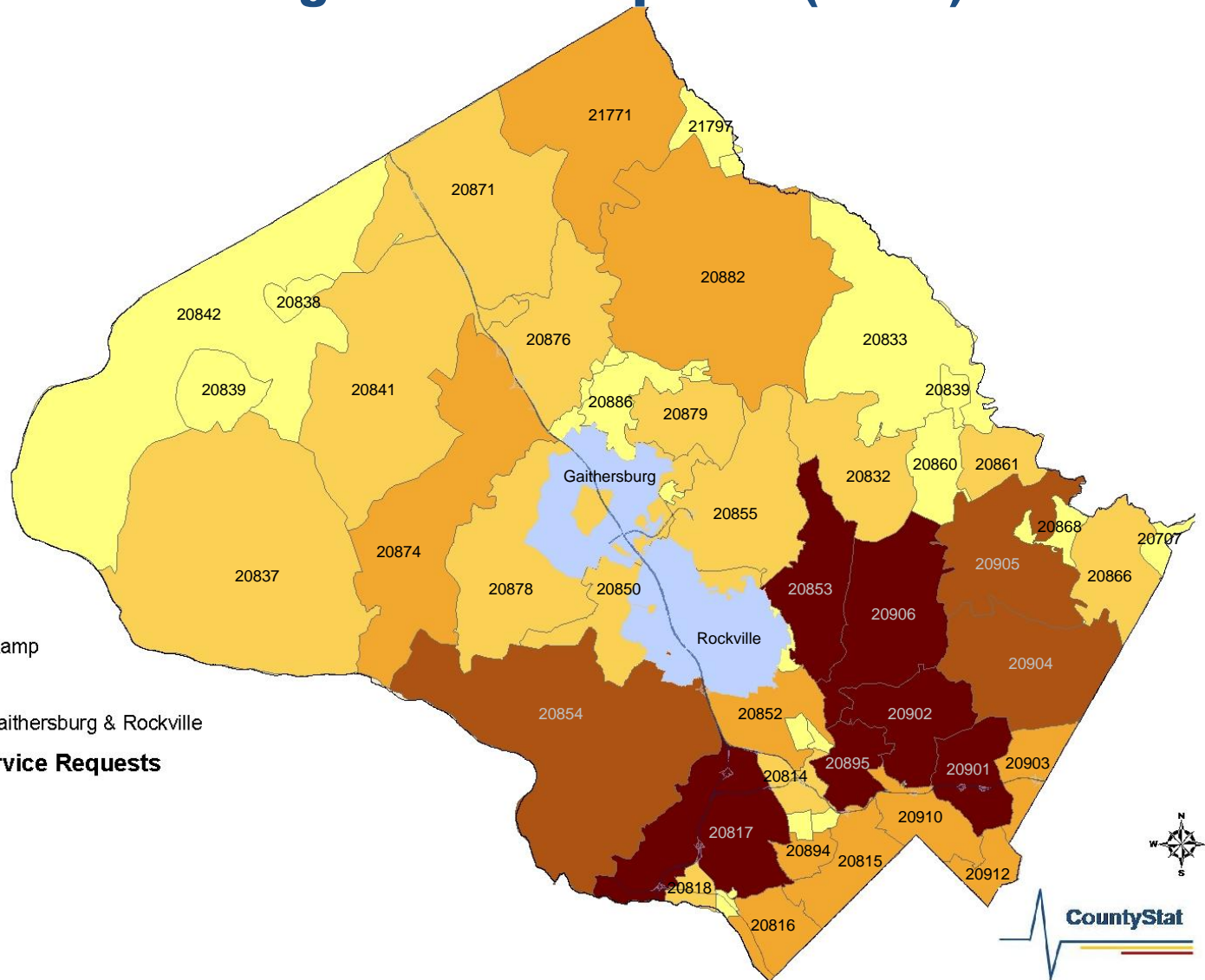
ZIP	# Req.
20902	53
20906	49
20853	44
20901	35
20904	26
20895	36
20817	32
20910	18
20912	14
20814	29
20854	24

Road Type

-  Freeway Ramp
-  Freeways
-  Cities of Gaithersburg & Rockville

Number of Service Requests




-  0 - 3
-  4 - 12
-  13 - 22
-  23 - 31
-  32 - 59



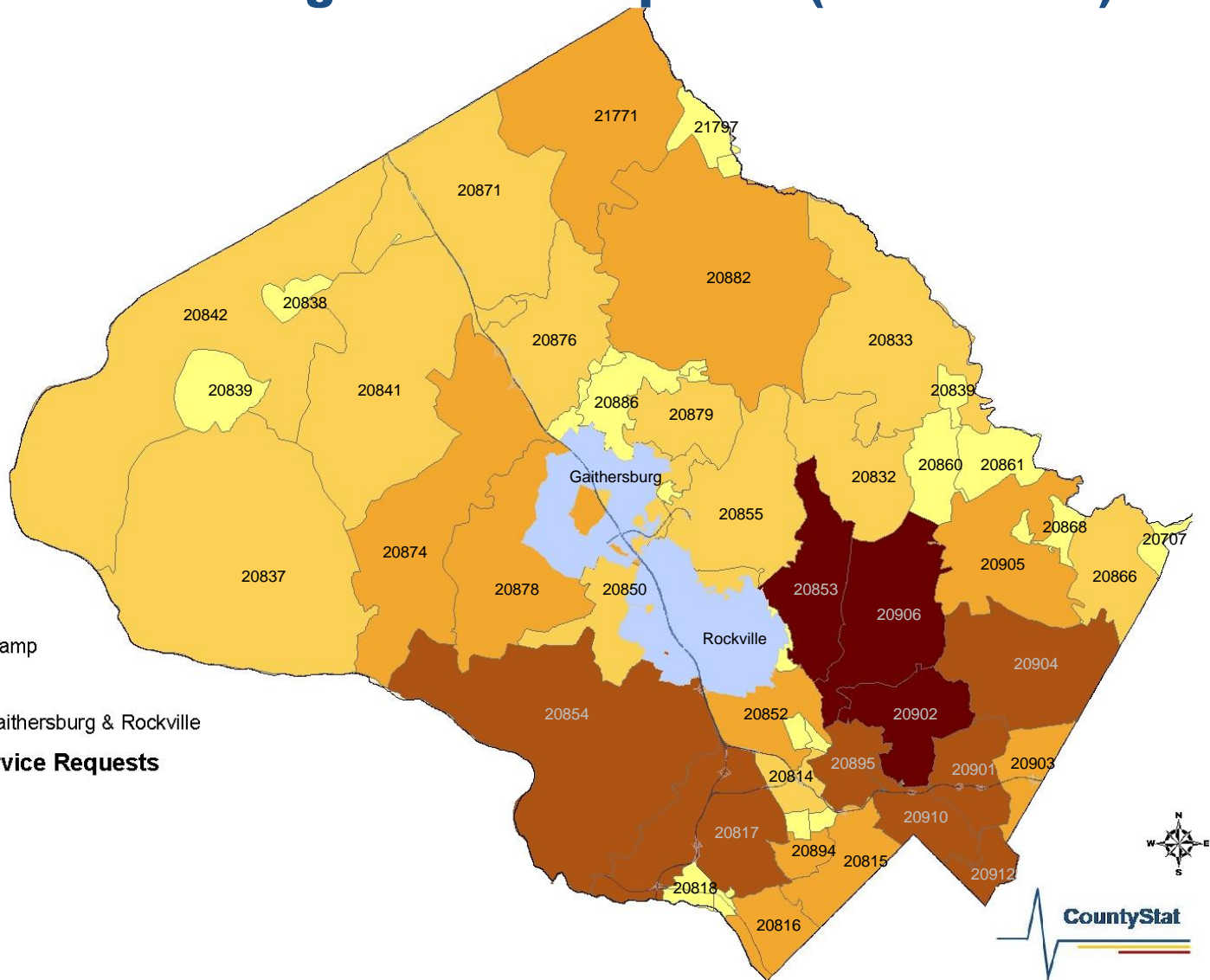
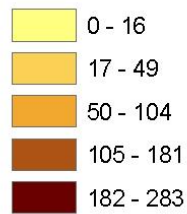
4. Number of “No Building Permit” Requests (FY03-FY08)

ZIP	# Req.
20902	286
20906	222
20853	211
20901	192
20904	181
20895	152
20817	148
20910	136
20912	119
20814	114
20854	111



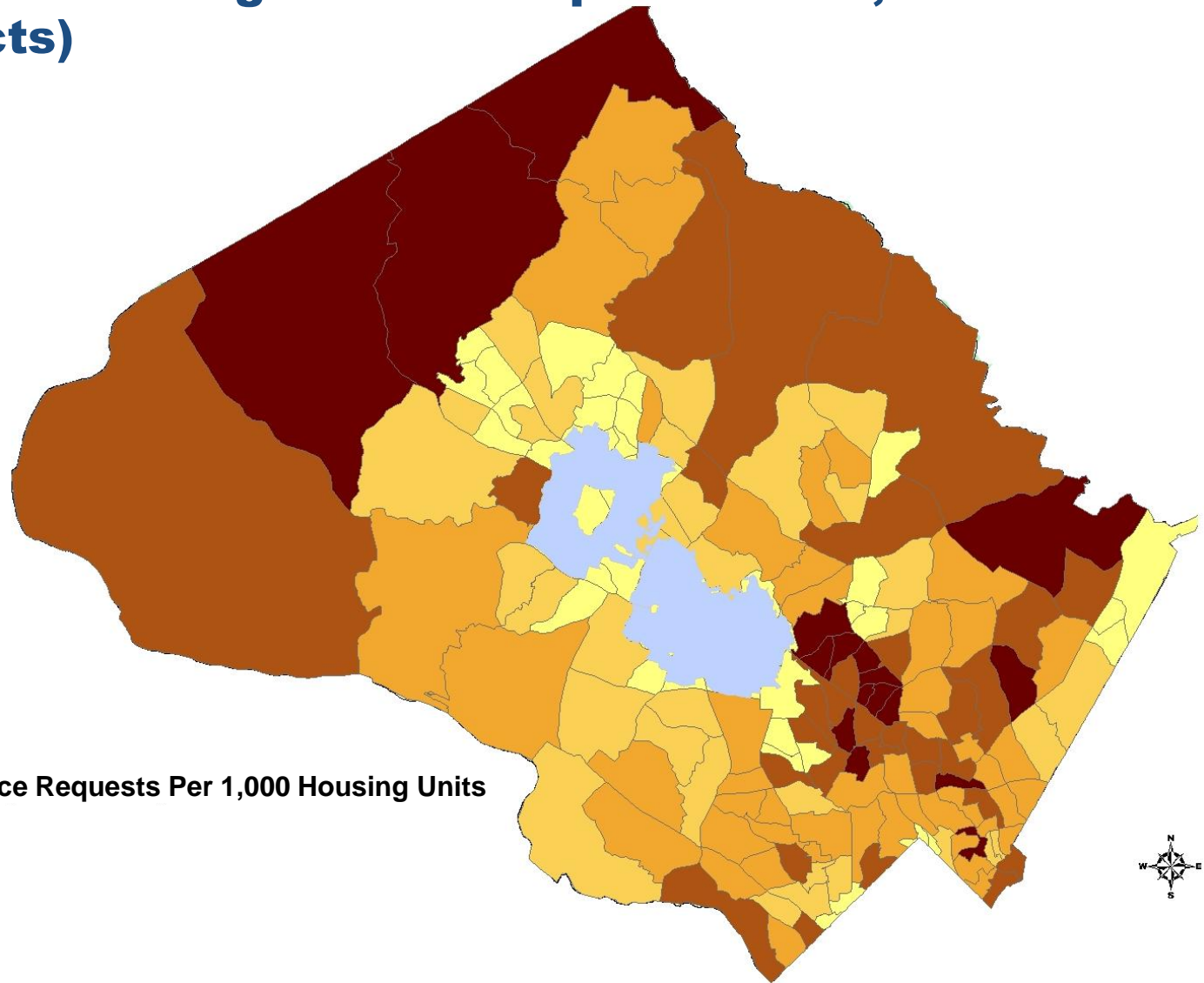
-  Freeway Ramp
 Freeways
 Cities of Gaithersburg & Rockville

Number of Service Requests



Number of “No Building Permit” Requests Per 1,000 Homes (Census Tracts)

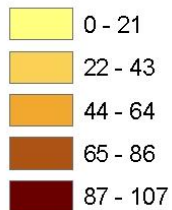
The areas of the County with the highest number of service requests also have high rates of service requests per 1,000 housing units.



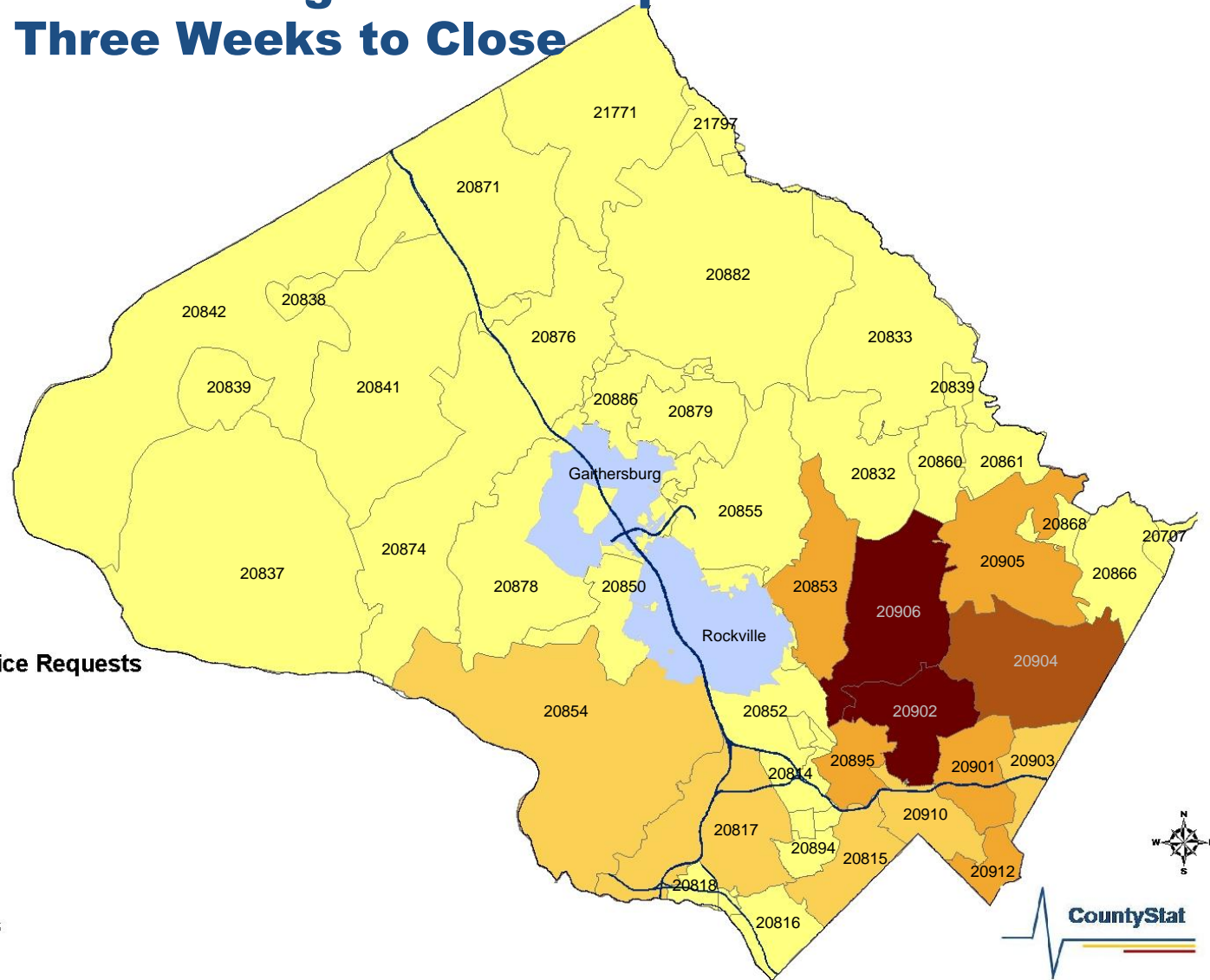
4. Number of “No Building Permit” Requests That Took Longer Than Three Weeks to Close (FY03-FY08)

ZIP	# Req.
20902	110
20906	97
20853	67
20901	74
20904	73
20895	54
20817	36
20910	51
20912	54
20814	37
20854	25

Number of Service Requests

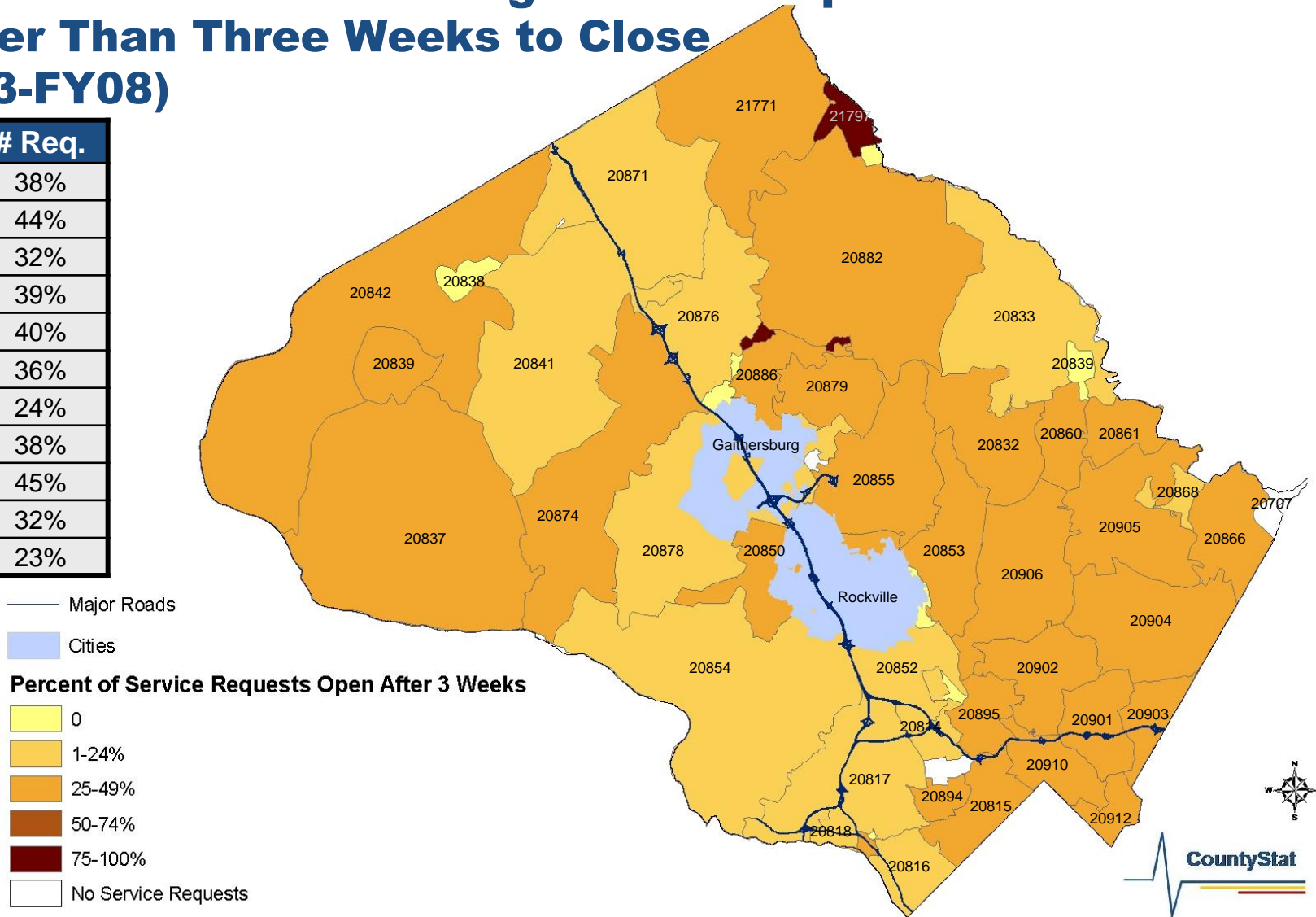


— Major Roads
 Cities



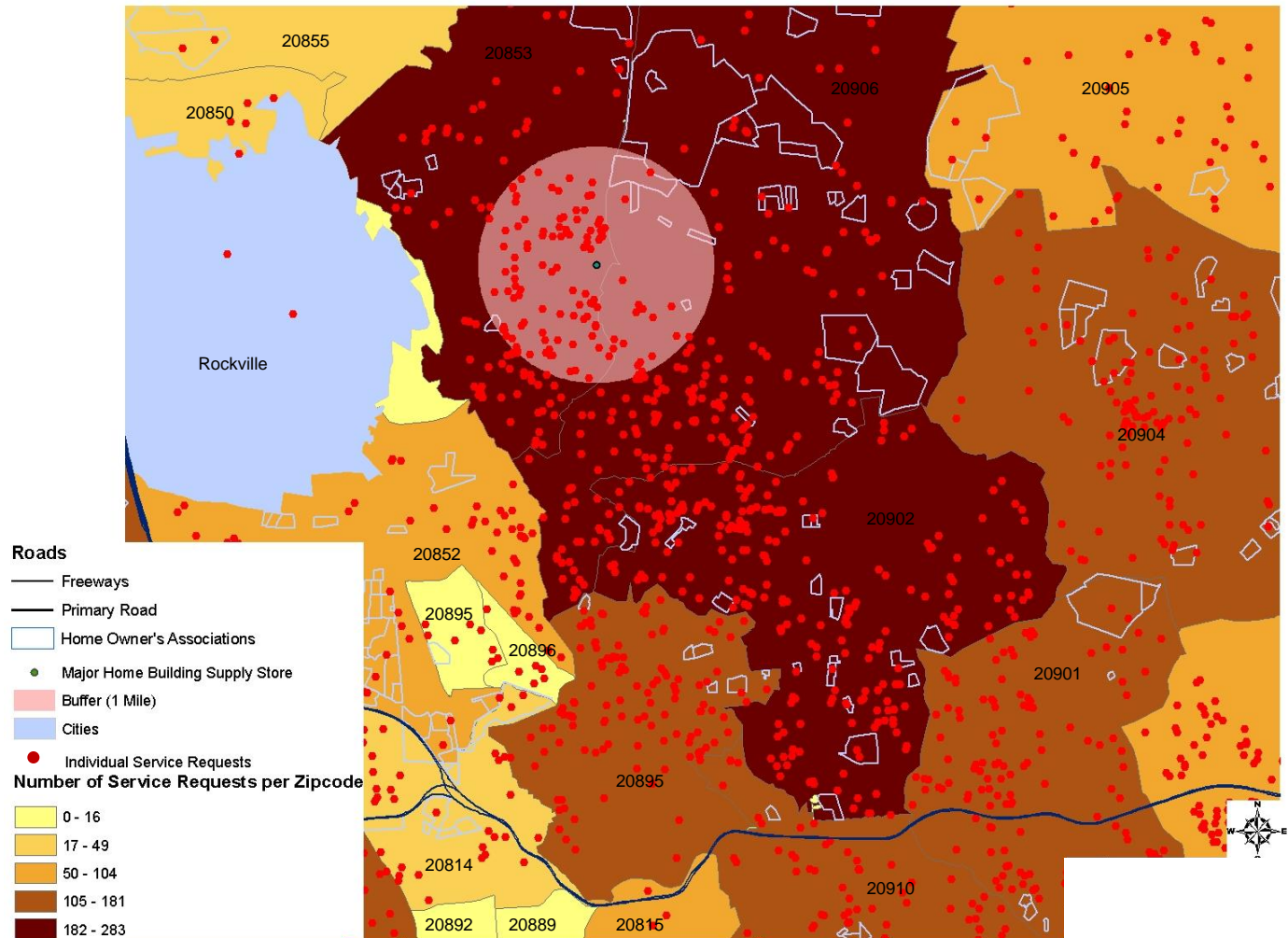
4.a. Percent of “No Building Permit” Requests That Took Longer Than Three Weeks to Close (FY03-FY08)

ZIP	# Req.
20902	38%
20906	44%
20853	32%
20901	39%
20904	40%
20895	36%
20817	24%
20910	38%
20912	45%
20814	32%
20854	23%



Nearby Homeowner Associations and Building Supply Stores

- One building supply store is near one of the largest concentrations of service requests
- Many service requests are in areas where there are no homeowner associations.

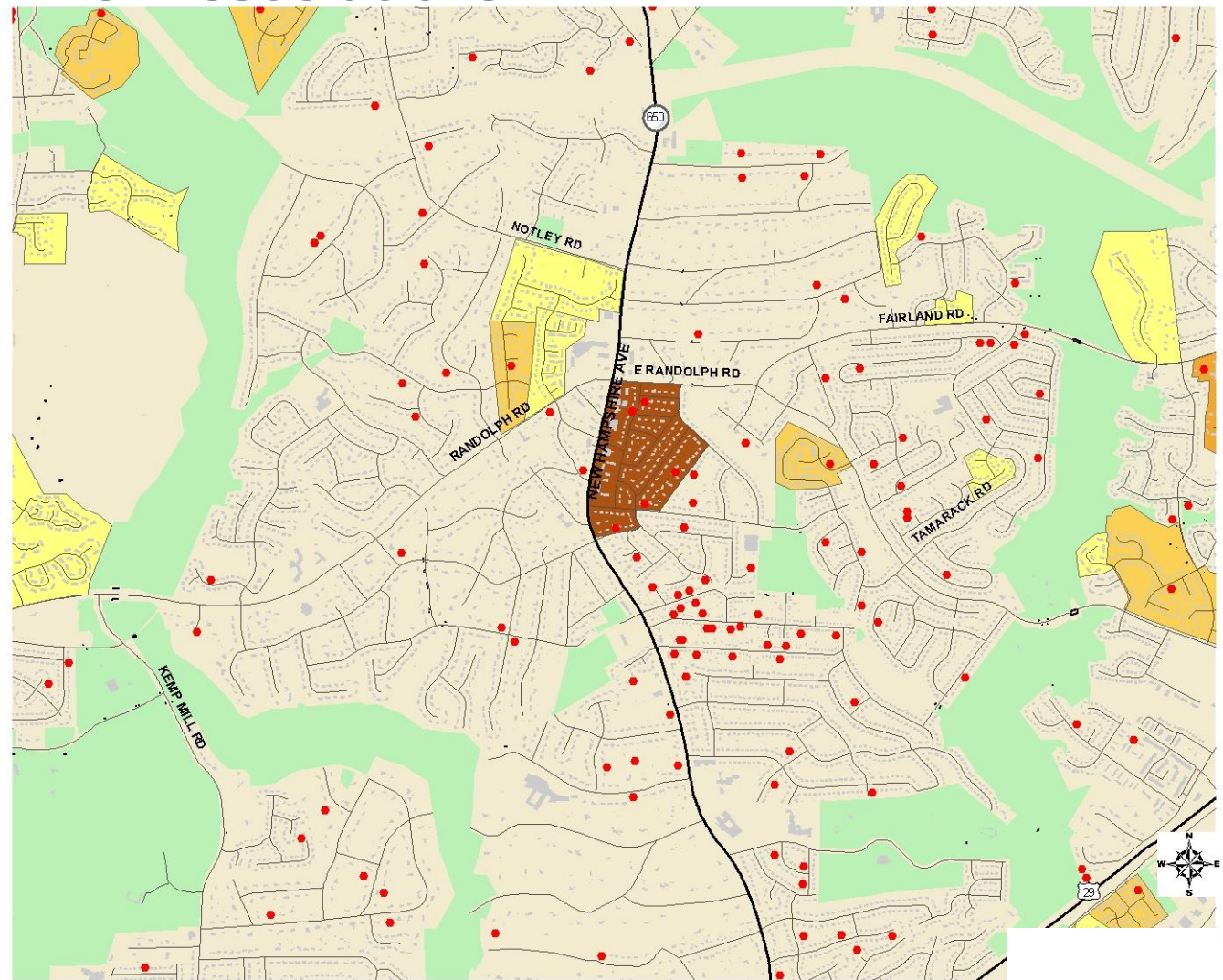


Some homeowner associations, such as for single high rises, are not mapped but do not change the conclusion above.

“No Building Permit” Service Requests (FY03-FY08) Nearby Homeowner Associations



“No Building Permit” Service Requests (FY03-FY08) Nearby Homeowner Associations



Improving Complaint Resolution

- **Patterns within complaints**
 - There are concentrations of service requests in several areas
 - The existence of homeowner associations appear to limit the number of service requests

- **Operational steps is DPS planning on taking given the patterns seen here**
 - Develop strategy for education and outreach with an initial emphasis on areas that do not have homeowners associations
 - Develop a long term county-wide strategy for education and outreach



Tracking Our Progress

- **Meeting Goals:**

- Determine the impact of DPS work on headline measures and establish new performance expectations and goals
- Establish strategies to more effectively evaluate and resolve complaints received

- **How will we measure success**

- Department meets or exceeds projected performance



Wrap-Up

- **Follow-Up Items**
- **Performance Plan Updating**

